



**CÉSAR CORDOVA-NOVION**  
**Senior Director**

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Dr. Cordova is an international expert on regulatory reform and good governance issues who has advised governments of more than 45 developed or in-transition countries. Since joining Jacobs, Cordova & Associates as director in January 2004, he has advised the governments of Albania, Armenia, Azerbaijan, Bangladesh, Belgium, Bhutan, Bolivia, Bosnia and Herzegovina, Bulgaria, Canada, Chile, Colombia, Costa Rica, Croatia, Ecuador, El Salvador, France, Germany, India, Italy, Jordan, Kenya, Kosovo, Kyrgyzstan, Laos PDR, Lesotho, Lithuania, Macedonia, Malaysia, Mexico, Moldova, Montenegro, Nepal, Nicaragua, Nigeria, Paraguay, Peru, Rwanda, Serbia, South Africa, Syria, Tajikistan, Tunisia, Turkey, United Kingdom, United States, and Vietnam on regulatory reform aspects. He has also worked with the World Bank, the Inter-American Development Bank, the Asian Development Bank, the United Nations Development Program, the International Labour Organization, the Organization for Security and Co-operation in Europe, the Andean Community and bilateral aid national organizations. He specializes in regulatory issues concerning the setting up of an institutional architecture to drive systemic reforms, assessment and reform of regulatory burdens and policies, improvement of regulatory compliance through effective inspection and enforcement systems, and strengthening of the governance of the sectoral autonomous regulators.

As deputy head of the OECD Program on Regulatory Reform until 2003, he worked with OECD countries in cutting-edge regulatory design. He directed the OECD country review program – coordinating programs between the OECD and APEC and South East European countries. Prior to joining the OECD, he was the General Director for the Economic Deregulation Unit within the Mexican government and previously was one of the Mexican negotiators of the North American Free Trade Agreement (NAFTA). He has authored many articles and books on regulatory reform and good governance in OECD countries, Latin America, and South East Europe. Dr. Cordova has a French and Mexican nationality. Dr. Cordova holds a Doctorate in Political Economy from the École des Hautes Études en Sciences Sociales, in Paris.

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**Professional Background**

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2004-Current      **Jacobs, Cordova & Associates**  
*Senior Director*

As a Senior Director at Jacobs, Cordova & Associates Inc., a global consulting firm specializing in regulatory reform and better business environments, he has managed reform projects in Europe, Eastern Europe, Latin America, Africa, Middle East, and Asia. He has worked in the following project areas:

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- **Reform appraisals, Policies and projects measurement and evaluation (M&E), and institutional design** in El Salvador (2017) Azerbaijan (2014), Albania (2008) (as special advisor of the Prime Minister), Canada (2005), Costa Rica (2005), Belgium (2004), Mexico (2009), Peru (2006), Paraguay (2006), Romania (2010), Tunisia (2011), Bangladesh (2009), Vietnam (2005-2006).
- **Trade and Custom Facilitation.** Most of the systematic reviews of licenses, permits and other existing administrative procedures led by Dr Cordova, have expressly focused on reforming custom procedures and regulatory and non-regulatory barriers to trade and investment. In 2014 he assisted the Government of Nepal in assessing a RIA methodology (see below) key amendments on facilitation of custom procedures of the 2007 Customs Act required for Nepal joining the international Revised Kyoto Convention (RKC). As well, he organized a systematic review of custom and tax formalities of the Tunisia (2011-2012) and directed different projects setting up ex-ante mechanisms to review, consult and implement new technical regulations compatible with WTO or other trade agreements in the Andes (2011-2012) or Central Asia regions (2014-2017).
- **Implementing the Regulatory Guillotine™.** Based on his pioneering design of the Mexican Guillotine in 1995, Dr. Cordova designed the framework for Vietnam (2005) and launched the first Regulatory Guillotine™ in the Balkans for the Republic of Srpska of Bosnia & Herzegovina (2006 - 2008), Serbia (2007-2008), Tunisia (2011-2013), Syria (2009 - 2011), Kyrgyzstan (2014- 2017).
- **Reforming Inspection Systems.** Dr. Cordova co-authored Good Practices for Business Inspections: Guidelines for Reformers (2006) and Inspections Reforms: Do models exist? (2010) published by the IFC and World Bank. The latter reviews systematically inspection reforms in 25 countries. In 2006, he also designed a special Regulatory Guillotine™ for inspection-related measures in the Republic of Srpska of Bosnia & Herzegovina (2006), Albania (2009), Armenia (2010), Kosovo (2010) and Jordan (2011), Moldova (2016) and Tajikistan (2016).
- **Introducing Regulatory Impact Analysis (RIA) and Regulatory Consultation** techniques into the regulatory systems of El Salvador (2016-2017), Tajikistan (2015-2016), Chile (2009-2010). Turkey (2006-2009), Jordan (2008-2009), Bhutan (2008-2010) Macedonian (2007-2008), Peru (2005) and Vietnam (2004); and assessing the potential for a competition impact analysis system in Canada (2005). He has also co-designed with a technological firm partner an Internet-based **e\*RIA** solution as integrated software for systematizing the entire process of developing draft laws and other regulations through better design, RIA, stakeholder consultation, and quality control so that governments can produce higher quality, more market-friendly regulations at lower cost.

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- **RIA and Regulatory Governance Training.** Dr. Cordova is a lead lecturer at the RIA Training Courses being offered by the Jacobs, Cordova & Associates first with the College of Europe and now with LUISS University in Rome three times a year. He also developed and led a RIA training program for Turkish officials and business leaders and was in charge of organizing a series of regulatory governance workshops in South East Europe; also participated in the EU project to establish a Masters on Regulatory Affairs at the University of Jordan. He designed and taught six regulatory governance training courses for World Bank/IFC in South Eastern Europe and design and taught the UNDP's 2nd Regional Training on Ex-ante Policy Impact Assessment with special focus on social inclusion issues and vulnerability patterns.
- **Designing and Building Capacities at Regulatory Institutions** in Tajikistan (2015), Ecuador (2015), Bhutan (2010), Chile (2010), Albania (2009), Paraguay (2006) Macedonia (2004) and Belgium (2004). This work has its roots in worldwide assessments prepared for World Bank/FIAS and, in the case of sectorial regulators, for the Asian Development Bank.
- **Simplification of administrative procedures and business environment improvements.** He has developed and implemented different regulatory simplification projects - in particular through the adaptation of the Standard Cost Model technique to emerging and developing countries - in Macedonia (2004-2005), Vietnam (2005), Moldova (2006), Kenya (2008 and 2012), Kosovo (2010), Nigeria (2011) and Tunisia (2012), Laos PDR (2017-2018).
- He is the main developer of the **RegulatoryResultsCalculator (RRC)©**, an adapted Standard Cost Model measurement methodology embedded into a software that permits reformers to calculate the pre-reform baseline and the monetary outcomes of systematic licenses and permits reforms. The RRC has been deployed in Laos PRD, Kyrgyzstan, Bosnia, Serbia, Montenegro and Kenya (see IFC Smart Lessons, May 2009).

### **Selected Recent Projects:**

- Business Regulation Review and Rationalization in Laos PDR (2017- 2018)
- Design and implementation of the Regulatory Guillotine in Kyrgyzstan (2014-2017)
- Developing a regulatory policy for El Salvador (2016-2018)
- Legal and Institutional appraisal of inspection function in Tajikistan conducting to the reform and consolidation of inspection bodies (2016)
- Legal and Institutional appraisal of inspection function in Moldova conducting to the reform and consolidation of inspection bodies (2016)

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- Capacity Building of Inspection Bodies in Bosnia & Herzegovina Entities, including technical assistance for veterinary, phytosanitary, health, environment, market inspection function and supporting new initiatives on risk-based inspection, internal control, and web-based outreach. sectoral (2015)
- Designing and coordinating the Guillotine of formalities in Tunisia, including the reform of 250 formalities using SCM. (2013- 2014) This general Guillotine was based on a preliminary mini-guillotine of custom and tax formalities (2012)
- Review and reform of the joint mechanism for consultation of draft technical regulations related to trade and investment of the *Comunidad Andina* (Ecuador, Peru, Colombia, Bolivia) (2012)
- As part of the Accession Negotiations with the European Union, preparation of RIAs for the implementation by the Turkish Government of five key Environmental Directives. Dr. Cordova has trained and assisted official from REC Turkey in the preparation of extended RIAs for the implementation of the BIRD, Habitat, Seveso, Waste Electrical and Electronic Equipment (WEEE) and Waste Management European Union Directives (2010 - 2012)
- *Kosovo Inspections*. In the framework of the Kosovo Business Environment Technical Assistance (BETA) Project funded by the World Bank, since January 2010, Jacobs, Cordova & Associates has been assisting the Ministry of Trade and Industry to improve the inspection climate through improvement of Market Surveillance inspections and through the preparation of an inventory of the all measures related to business inspections. This analysis also encompasses an *assessment of the existing setting and organization of inspections at all levels in Kosovo*.
- Nepal (2014) *Regulatory Impact Assessment (RIA) of proposed amendments to the 2007 Customs Act* and related legislation required for Nepal joining the international Revised Kyoto Convention (RKC) on the facilitation of custom procedures.
- *Investment Climate Measurement Kosovo*. With this project, Dr. Cordova assisted Kosovo Ministry of Trade and Industry to better understand and make strategic use of the different international investment climate indicators through an in-depth analysis of the current set of indicators, their methodological and a data gathering structures and through the development of an Observatory of Investment Indicators.
- *Kosovo Licensing Inventory*. Dr. Cordova assisted the Government of Kosovo in preparing an inventory of all business licenses and permits and assessing with an adapted Standard Cost Model methodology, the administrative burdens of the most problematic ones. The final report contained general and license specific proposals for reforming the most burdensome. (2010)
- *Introduction of Market Surveillance Procedures in Armenia* - assisted the Ministry of Economy of Armenia to modernize its market surveillance policy, law and institutional set up. In particular Jacobs, Cordova & Associates advised the Inspection Reform Unit on the development of an institutional framework for market surveillance well-coordinated with other sectorial inspectorates; a detailed description of risk-based inspection mechanisms

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for data collection and parameters to be included in a database of supervised entities and individuals, and key elements for drafting an EU compatible market surveillance law for Armenia. (2010)

- *Regulatory Governance Advice to the Prime Minister of Albania.* Through this project Dr. Cordova has assisted the government to institutionalize regulatory governance building on the country's successes in improving its comparative rank in the World Bank Doing Business Indicators. (2009)
- *Launching a Regulatory Guillotine™ and mainstreaming RIA in Syria.* The goal of the four year EU project is to assist the Government to improve the business environment through radical reforms concerning the rule making and consultation procedures for future regulations and the revision of existing regulation through a systematic reviews and improving one-stop-shops. (2009 – 2013)
- *Implementing Regulatory Consultation methods in Jordan.* Dr. Cordova is supporting the Ministry of Industry and Trade and the Ministry of Environment to deploy a comprehensive consultation process reaching out and assessing potential impacts on stakeholders of two regulatory initiatives. (2008 -2009)
- *Reviewing the stock of existing regulations of Mexico.* Dr. Cordova is currently advising the OECD and the Mexican Government to undertake a two-year review and reform of existing laws and regulations. (2008)
- *Cutting 25% of EU Business Costs.* Dr. Cordova is part of a consortium assisting the European Commission project to cut administrative burdens on businesses by a quarter by 2012. The project focuses on information obligations in thirteen selected priority areas including company law, employment relations, taxation/VAT, statistics, agriculture and transport. (2008-2009)
- *Implementing Regulatory Impact Assessment in Bhutan.* Mr. Cordova is helping the Bhutanese government to implement a national regulatory reform program including a Regulatory Guillotine™ review process and the establishment of a Regulatory Impact Analysis system. (2008 - 2010)
- *"Building Drivers and Engines for Reform: integrating Business and Citizens in the Regulatory Quality Process".* Dr. Cordova wrote this paper for the OECD Regulatory Policy Group in autumn 2007. It analyses a new type of institutions — the Advocacy Bodies — in their role to support and feed reform advice as well as foster accountability beyond single electoral cycles.
- *Regulatory Guillotine™ in Republic of Srpska, Bosnia.* In 2005 & 2006, with support from the World Bank/FIAS and USAID, Dr. Cordova assisted the RS Government in implementing a Regulatory Guillotine™ which targets all licenses, permits and other formalities as well as all inspection-related measures enforced by the entity's public authorities.
- *Improving the Regulatory Governance in Macedonia.* In a series of projects since 2004, Dr. Cordova has worked with the World Bank/FIAS and Macedonian government to develop a national regulatory reform strategy including a Regulatory Guillotine™ review process, the establishment of a RIA system, and the setting up of a new institutional architecture to manage regulatory reform.

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- *Licensing Reform in Vietnam.* Dr. Cordova assisted the Asian Development Bank in developing a reform strategy for reforming the licensing system in Vietnam. He also advised the Government in launching a Regulatory Guillotine™ and setting up a national business licenses registry. (2005-2006)
- *Regulatory Reform in Peru.* In 2005, Dr. Cordova assessed the damaging regulatory inflation gripping the Peruvian economy and helped develop an action plan to establish a RIA system. Based on his recommendations, the Peruvian government is also undertaking a guillotine review of all *technical standards and trade-related decrees*. In 2007, Dr. Cordova was invited back to give a workshop on *Measuring the Impact of Simplified Business Process*.

#### 1997-2004 **Organization of Economic Co-operation and Development,**

**Location:** Paris, France

Deputy Head of Programme Dr. Cordova rose from administrator to deputy head (and acting head) of the OECD's Regulatory Management and Reforms Division. He led two flagship cooperation programs with non-OECD members as well as coordinating a new multi-disciplinary approach to the regulatory review program.

- He managed, edited and drafted keys OECD reports on regulatory management and reform, such as *Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance* in 2002, *From Red Tape to Smart Tape: Administrative Simplification in OECD Countries* in 2003, *Businesses' Views on Red Tape. A multi-country Survey on Administrative and Regulatory Burdens on Small and Medium-Sized Enterprises* in 2001; and *Regulatory Governance: Improving the Institutional Basis of Sectoral Regulators* in 2002.
- Dr. Cordova coordinated the OECD's Regulatory Reform Program reviews of France, Germany, Norway, Finland, Canada, the United Kingdom, Turkey and Poland which examined the pace, scope, and results of various regulatory reforms programs with each country. From 1997 to 2001, he authored reports on *Government Capacity to Produce High-Quality Regulation* for Canada, Finland, Greece, Hungary, Italy, Ireland, Mexico, Poland and Spain.

#### 1997-1997 - **Economic Deregulation Unit, Mexican Government**

*General Director*

Dr. Cordova designed and managed deregulation programs in the Environment and Labor Ministries as well as for the Mexico City government. He developed and coordinated the federal paperwork regulation program -- managing the 'Guillotine process' for permits and licenses which later became the Federal Registry of Formalities. For this reform effort, he supervised a team of 15 professionals analyzing Mexico's 2500 federal administrative procedures and forms.

#### 1991-1993 Negotiating **Team to NAFTA, Mexican Government**

*Member*

As an official member of the Mexican negotiating team for NAFTA, he prepared Mexico's negotiating position on trade and environment issues. He also helped

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develop Mexico's position on various trade issues for the OECD, GATT, WTO and UNCTAD.

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### Selected Publications

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- "Gender Mainstreaming: A Strategic Approach," in *Global Solutions Journal*, (T20 Policy Brief), Thomas, Margo, Cordova Novion, Cesar et al, 2018. 1[2], pp. 155-173. [https://www.ifw-kiel.de/fileadmin/Dateiverwaltung/IfW\\_Unit/Global\\_Challenges\\_Center/Text/GlobalSolutionsJournal\\_2\\_2018\\_E-Reader.pdf](https://www.ifw-kiel.de/fileadmin/Dateiverwaltung/IfW_Unit/Global_Challenges_Center/Text/GlobalSolutionsJournal_2_2018_E-Reader.pdf)
- *A Model for A Regulatory Impact Analysis System In Tajikistan* with Ruben Barreto and Igor Gutan, ADB Briefs, ADB Manila December (2015) <https://www.adb.org/publications/model-regulatory-impact-analysis-system-tajikistan>
- *Strengthening the Institutional setting for regulatory reform, the experience from OECD countries* with Stephane Jacobzone, OECD, Paris (2011) <http://dx.doi.org/10.1787/5kgglrvcpth-en>
- *Do models for, and approaches to, reforming inspections exist? Analytical review of Inspections reforms in 25 countries*, With Tarik Sahovic, IFC/World Bank (2010) <http://documents.worldbank.org/curated/en/216181471587685722/pdf/107899-WP-PUBLIC-TAG-TO-Investment-Climate-inspection-reforms-paper.pdf>
- *Manual for Regulatory Impact Assessment (RIA)* with Scott Jacobs Jordan. USAID Jordan Economic Development Program (2010). <http://regulatoryreform.com/wp-content/uploads/2015/02/Jordan-RIA-Manual-2010.pdf>
- *Manual for Stakeholder Consultation*: Jordan. USAID Jordan Economic Development Program with Scott Jacobs (2010). <http://regulatoryreform.com/wp-content/uploads/2015/02/Jordan-Stakeholder-Consultation-Manual-2009.pdf>
- "Regulatory Impact Analysis in the United Kingdom" in Tetsuzo Yamamoto (ed.) *Regulatory Impact Analysis - Institutions, Theories, and Cases*. NTT Publishing Co., Ltd. Tokyo (2009)
- *Art or Science? Measuring the Impact of Business Environment Reforms at the Sub-national Level*. with Margo Thomas and Ana Batic, International Finance Corporation, Smart Lessons. Washington. May 2009 <https://openknowledge.worldbank.org/bitstream/handle/10986/10554/492560BRI0Smar1010Balksan0SCM1FINAL.pdf?sequence=1&isAllowed=y>
- *Regulatory Transformation in Mexico, 1988—2000 Case Studies on Reform Implementation Experience*. The World Bank Group December 2008. <http://regulatoryreform.com/wp-content/uploads/2014/11/REGULATORY-TRANSFORMATION-IN-MEXICO-1988-2000.pdf>
- *Case Studies On Reform Implementation Experience: Regulatory Transformation in Hungary, 1989-1998*. The World Bank Group December 2008.

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[http://regulatoryreform.com/wp-content/uploads/2014/09/REGULATORY\\_TRANSFORMATION\\_IN\\_HUNGARY\\_1989-981.pdf](http://regulatoryreform.com/wp-content/uploads/2014/09/REGULATORY_TRANSFORMATION_IN_HUNGARY_1989-981.pdf)

- "The Role of Advocacy Bodies – Building Drivers and Engines for Reform: Integrating Business and Citizens in the Regulatory Quality Process." In *Implementing Regulatory Reform: Building the Case through Results*, Chapter 3; Organization for Economic Development and Cooperation, 2008, Paris. <https://www.oecd.org/gov/regulatory-policy/44683291.pdf>
- Building Drivers and Engines for Reform: Integrating Business and Citizens in the Regulatory Quality Process, OECD, Paper presented to the Regulatory Policy Group, November 2007  
[http://regulatoryreform.com/wp-content/uploads/2014/11/Cordova\\_Building\\_Drivers\\_for\\_Reform\\_Jacobs\\_20071.pdf](http://regulatoryreform.com/wp-content/uploads/2014/11/Cordova_Building_Drivers_for_Reform_Jacobs_20071.pdf)
- Evaluating the Impact Of Regulations And Regulatory Policies On The Private Sector, Paper presented at the IFC – IDRC – CIES Workshop on Measuring Impact of Business Simplification Programs on Enterprise Development, Lima, May 15-16, 2007
- "RIA in Mexico" in *Regulatory Impact Assessment Theory and Practice*. Colin Kirkpatrick and David Parker (eds). Competition and Regulation Center. Edward Elgar, Cheltenham, UK, Northampton, MA, USA (2007).
- *Good Practices for Regulatory Inspections. Guidelines for Reformers*, with Scott Jacobs Small and Medium Enterprise Department, World Bank Group (2005)  
<http://www.fao.org/3/a-at377e.pdf>
- *Regulatory Governance in South East European Countries: Progress And Challenges*, Stability Pact, Investment Compact OECD, Paris, July (2004)  
[http://www.oecd-ilibrary.org/governance/regulatory-governance-in-south-east-european-countries\\_9789264017474-en](http://www.oecd-ilibrary.org/governance/regulatory-governance-in-south-east-european-countries_9789264017474-en)
- *From Red Tape to Smart Tape: Administrative Simplification in OECD Countries*, Co-authored with Peter Ladegaard, OECD, Paris (2003).  
[http://www.oecd-ilibrary.org/governance/from-red-tape-to-smart-tape\\_9789264100688-en](http://www.oecd-ilibrary.org/governance/from-red-tape-to-smart-tape_9789264100688-en)
- "Improving Regulatory Practices in OECD Countries" in *OECD Economies and the World Today: Trends, Prospects and OECD Statistics*, OECD, Paris (2003).
- "Regulatory Governance: Improving the Institutional Basis of Sectoral Regulators" with Deirdre Hanlon in *OECD Journal on Budgeting*, Volume 2, Number 3, Paris (2002).  
[http://www.oecd-ilibrary.org/governance/regulatory-governance-improving-the-institutional-basis-for-sectoral-regulators\\_budget-v2-art16-en](http://www.oecd-ilibrary.org/governance/regulatory-governance-improving-the-institutional-basis-for-sectoral-regulators_budget-v2-art16-en)
- *Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance*, with Scott Jacobs and Rex Deighton-Smith, OECD, Paris (2002).

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<http://regulatoryreform.com/wp-content/uploads/2015/02/OECD-Regulatory-Policies-in-OECD-Countries-2002.pdf>

- *Businesses' Views on Red Tape. Administrative and Regulatory Burdens on Small and Medium-Sized Enterprises in 11 OECD countries.* OECD, Paris, 2001  
<http://www.oecdbookshop.org/browse.asp?pid=title-detail&lang=en&ds=&ISB=9789264193468>
- "Government Capacities to Assure High Quality Regulation in Italy" in OECD's Report on Regulatory Reform in Italy, OECD, Paris (2001).  
<http://www.oecd.org/gov/regulatory-policy/2475652.pdf>
- "Government Capacities to Assure High Quality Regulation in Ireland" in OECD's Report on Regulatory Reform in Ireland, OECD, Paris (2001).  
<https://www.oecd.org/ireland/2510916.pdf>
- "Government Capacities to Produce High Quality Regulation in Greece" in OECD's Report on Regulatory Reform in Greece, OECD, Paris (2001).  
<https://www.oecd.org/greece/2475366.pdf>

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## Education

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École des Hautes Études en Sciences Sociales (EHESS), Paris, France  
Doctorate in Political Economy *Honorable Mention*  
1984-1989

École National d'Administration (ENA), Paris, France  
Graduate Diploma in International Public, Administration *Promotion St. Exupery*  
1992-1993

École des Hautes Études en Sciences Sociales (EHESS), Paris, France  
Master in Economics  
(Diplome d'Etude Approfondies)  
1984-1989

University of Wisconsin, Wisconsin, USA  
Bachelors in Economics (minor business administration) *Cum Laude*  
1983

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## Languages

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Spanish (native), French (native), English (fluent) and Italian (working knowledge)

*Paris, France, November 2018*

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